



Treasure Hunt

Tools to Uncover Customer Insights

INNOFOCO

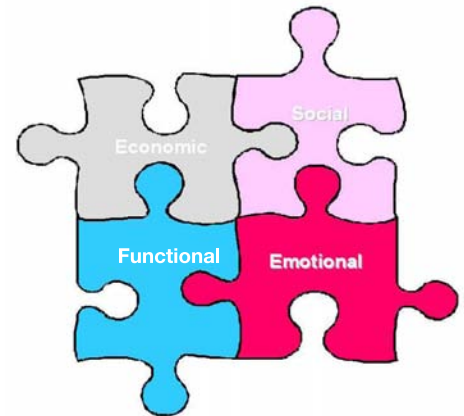
Co-creating service frontiers

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What do Customers Really Want?

Peoples' basic needs are largely satisfied in today's post-industrial economy. Consumers are looking for experience that is enjoyable, engaging and fulfilling. They look to brands to evoke personal and meaningful experiences that resonate with their values and aspirations – goods and services that help define who they are, what they want and who they want to associate with. Brands nowadays can no longer rely on functional and economic (pricing) benefits to build and sustain customer loyalty. Emotional and social benefits are part and parcel of a compelling brand promise.



”People often say one thing and then do something else.”

Limites of Conventional Research

More than 90% of purchase decision actually happens in the subconscious (Gerald Zaltman, Harvard). Conventional focus groups and interviews do not help respondents develop their thinking very much and thus may not be able to provide a reading of their mind at the subconscious level. There is also a tendency for some respondents to be more outspoken than others and thus influence the discussion dynamics and directions. In addition, focus group fatigue is a usual problem as people' attention span is limited. We need different research tools to allow respondents to express their concerns, unmet needs, emotions, fears.

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Stakeholder Mapping



Services are created and consumed through an ecosystem of relationships between people, processes and artifacts. It is vital to understand the network of relationships that make a service tick or break. Stakeholder mapping helps us visualise those relationships at the outset of the innovation process. We

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work with the client to map out all the major stakeholders, their respective roles and sphere of influences and their inter-relationships. In addition to the stakeholders that are known to the organisation, we will also identify the unknown in the value chain. Very often we can uncover relation gaps, overlaps in the current service system and/or new stakeholders who can add value to the service delivery process.

Contextual Interview



A contextual interview is spending time with the respondents in their familiar territory - often in their home, social place (e.g. local cafes, restaurants, community centres) or workspace - using loosely structured interviews and observation techniques. They are usually conducted in the early stages of a project to help uncover the latent thinking of the respondents and enable a deep understanding of their needs, problems, desire, fear and motivations.

The respondents will be invited for a 'chat' at a place of their choice. The natural environment provides a relaxed atmosphere familiar to the participants who would be more forthcoming with discussing their underlying feelings. The interview is not limited to the participant alone and may also include his/her spouse, family, children, friends and/relatives. The researcher will take photos/video clips of the environment where they express relevant concerns or emotions implicitly or explicitly.

Participant Journal

Respondents are asked to keep a pre-designed journal of their activities, feelings, thoughts and ideas over a period of time. They will be well-briefed on how, when and what the journal should be used for. Sometimes they will be asked to keep an inventory of the things that are important to them. The topics can range from general experiences to specific topics. They are usually

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equipped with disposable cameras to record images that are meaningful to the respondents and/or help them to tell their ‘stories’. As more and more people have camera functions with their mobile phones, we can also ask the respondents to use their own phones for the photo taking.

Participant journals are useful in helping researchers to understand their activities and to uncover their feelings and very often unmet needs associated with certain activities. They are good complements to contextual interviews.

Customer Journey Mapping



Customer journey mapping provides a visual understanding of the customer experience at the various touch points of the service delivery process, from brand identity, advertising to website, shops, call centres, sales representatives, delivery personnel and billing etc. We would identify the most important touch points (experience) to the users, service gaps, areas that create a negative experience, and suggest aspects that can be improved or removed to create a unique and positive customer experience.

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Observational Research



People often say one thing but do another. Observational research enables us to see people in action. We will spend time, say half a day to a whole day together with the target groups (e.g. customers and front line staff), in their natural environment (e.g. their offices) to get a first-hand and thorough understanding of their daily routines, behaviours, attitudes, interactions, contexts and experience. We may quietly observe peoples' behaviour and/or participate in some of their activities.

Spending time with people in a real context enables us to spot when, how and where problems may occur and also the possible solutions. Observational research is more effective than the conventional focus groups in unlocking user insights (preferences and unmet needs), getting a holistic picture of the system, processes, people and the touch points and identifying innovation opportunities.

Character Profiles



Psychographic segmentation is becoming increasingly important as businesses strive to understand the real needs, desires and fears of the target customer segments. A character profile is a visual image of a person with tailored behavioural information. We build character profiles to bring a typical customer, an extreme user (see below) or a potential customer to life with information such as their look, personalities, lifestyles, behaviours, aspirations and their primary emotional drivers. The emotional drivers are vital to one's overall

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satisfaction and enjoyment of life. These include beauty, creation, justice, excitement, discovery, security, harmony, truth, freedom, relationship, success and doing good. The objective is to help develop the value propositions and/or identifying new service opportunities for a particular customer segment.

Extreme User Interviews



Instead of going to the usual/typical customer, we will identify and interview individuals who are extremely familiar/positive with or completely unfamiliar/negative with the service offering. These people can often highlight key issues/problems in the user experience and provide insights for improvements and innovations.

Visualisation



Visual illustration and graphic facilitation help stimulate left-brain thinking and keep people's interest as the process is visual and fun. Visualising ideas also make them easier to understand and remember.

"A picture speaks thousand words"

Visualisation is used in a workshop/a brainstorming session. In addition to the facilitator, we will use a graphic illustrator to capture ideas in a visual format. We can also ask the target respondents to visualize their user experience through drawings and diagrams. This is a useful way to reveal what people think of the service experience.

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Collage



We will ask respondents to build a collage from a collection of images to represent their perceptions and expectations of the current and future service experience. This is a useful tool to help people verbalise their feelings and thoughts.

Filming



Filming records people in real action talk about their real experiences. It can be used to complement contextual interviews, participant journals, character profiles and service prototyping. It is most effective when the camera is not obtrusive so that people can act and speak naturally. It adds colour and depth to the research and is a good way to engage the stakeholders with the stark reality.

Service Prototyping



Prototypes (mockups) allow stakeholders to test and experience the options before we create the final 'product'. They provide insights on various service aspects - from desirability, usability to viability. They can generate deeper understanding than written descriptions or visual depictions. Prototypes can also serve to excite people about the future possibilities. Service prototyping includes a wide range of possibilities, from paper, improvised props, role playing, scenario testing, story boarding and spatial prototyping (e.g. scale modeling). Quick and dirty (low-fidelity) prototypes can be used at the early ideas generation stages to stimulate thinking, test ideas and prompt suggestions. High-fidelity prototypes may be required at a later stage of the innovation process to test more detailed aspects of the service offering.

About InnoFoco

InnoFoco is a service innovation and customer experience design company:

WHAT - We help organisations create memorable customer experience, attain service excellence and identify new business opportunities.

WHO - We are a multi-disciplinary network of catalysts, aspiring to make a real difference to business – and to the world. We work closely with world class design and innovation experts in Hong Kong, London, New York, San Francisco, Copenhagen and Helsinki.

HOW - We identify white space in the market, uncover user needs and leverage on technology. We co-create new service blueprints with clients and their stakeholders, and enable organisations to innovate on a sustainable basis.

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